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ABSTRACT

Developed through a joint effort of the Oklahoma Library Association (OLA) and the Oklahoma Department of Libraries (ODL), this planning approach to library development is designed to lead a public library through the developmental process and identify a series of actions that will direct it toward planning for excellence. Introductory material includes a listing of members of the OLA/ODL Public Libraries Standards Committee, the 1983 OLA/ODL Public Libraries Standards Committee charge, and a discussion of background and philosophy. Broad levels of library development are identified as the definition of a public library, meeting requirements of rules and regulations for state aid, establishing performance measures, meeting performance standards, and developing role statements and long-range plans; and various components of each level are discussed. Finally, recommendations are presented for establishing a public library accreditation program, funding the implementation of "Levels of Library Development," organizing a legislative program to secure an increase in state aid appropriations for funding public libraries, and revising administrative procedures. Tables include a form for summarizing local library performance measures and a listing of performance standards by population size served, and a flowchart illustrates levels of funding for "Levels of Library Development." A glossary and bibliography are provided. (KM)

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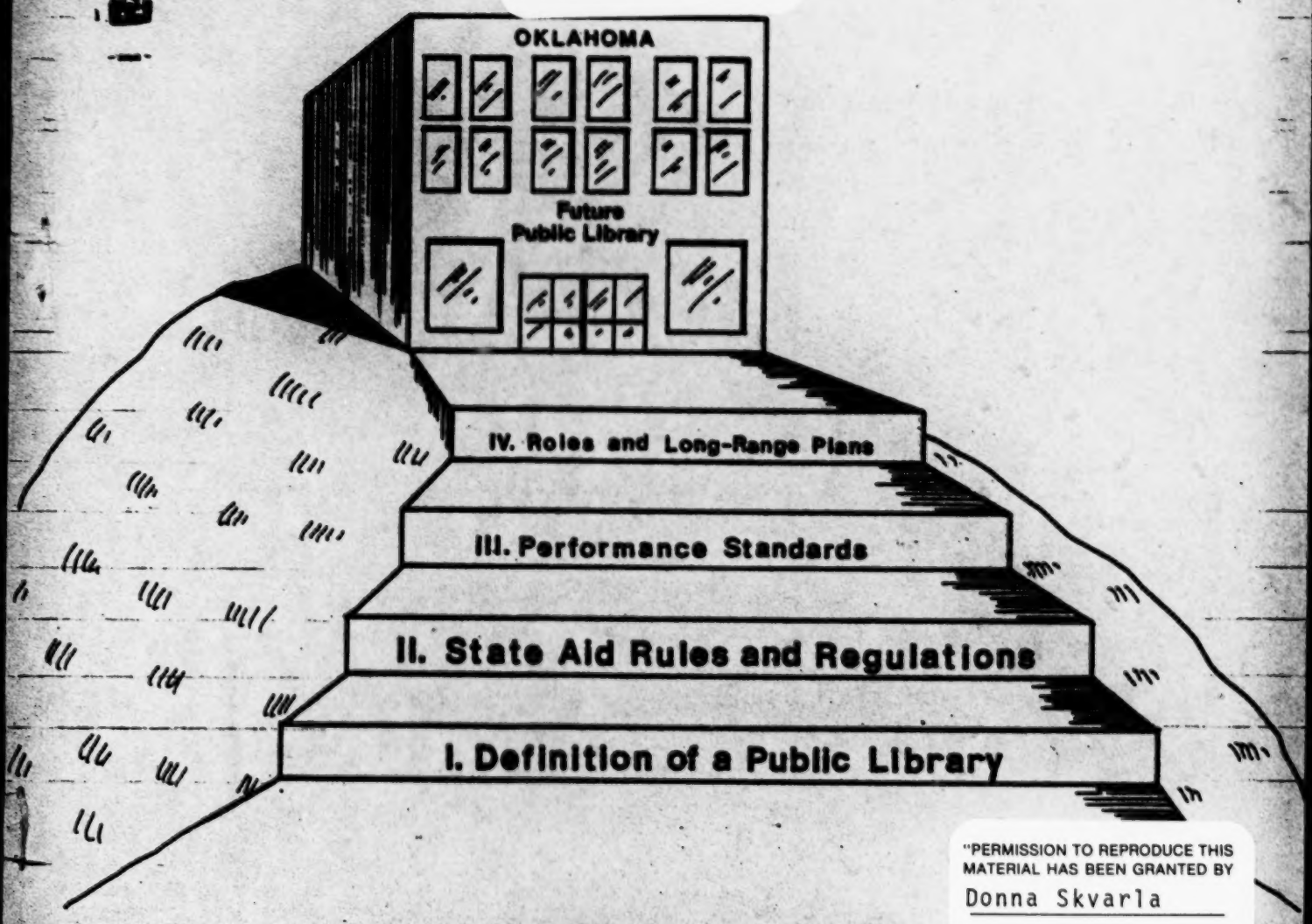

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LEVELS OF LIBRARY DEVELOPMENT

Re-imagining the Realm of the Possible

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LEVELS OF LIBRARY DEVELOPMENT:
Re-imagining the Realm of the Possible

OKLAHOMA LIBRARY ASSOCIATION/OKLAHOMA DEPARTMENT OF LIBRARIES
PUBLIC LIBRARIES STANDARDS COMMITTEE
Oklahoma City, Oklahoma

1985

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OLA/ODL PUBLIC LIBRARIES STANDARDS COMMITTEE

Members appointed by Mary Sherman, President, Oklahoma Library Association (1983):

____ Stephen Skidmore (Ponca City Library), Chair

____ Lee Brawner (Metropolitan Library System, 1983)

____ Debra Engel (Pioneer Multi-County Library System)

____ Marilyn Hinshaw (Eastern Oklahoma District Library System)

____ Paul Little (Metropolitan Library System, 1984-85)

____ Joyce Wallen (Miami Public Library)

Members appointed by Robert L. Clark, Jr., Director, Oklahoma Department of Libraries (1983):

____ Marilyn Shackelford (Tulsa City-County Library), Vice-Chair

____ Ruby Cooper (Watonga Public Library)

____ Sandra Ellison (Oklahoma Department of Libraries, Library Services Branch)

____ Marcus Salazar (Oklahoma Department of Libraries, Board)

____ Larry Thorne (Alva Public Library)

Ex-officio members:

____ Robert L. Clark, Jr. (Oklahoma Department of Libraries, Director)

____ Esther Mae Henke (Oklahoma Department of Libraries, Library Services Branch, 1983)

____ John Hinkle (Oklahoma Department of Libraries, Library Services Branch, 1984)

____ John R. McCracken (Oklahoma Department of Libraries, Library Services Branch, 1984-85)

1983 OLA/ODL STANDARDS COMMITTEE CHARGE

The 1979 OLA/ODL Standards Committee's charge was to provide a process for the continuous assessment of measurements of adequacy levels integrated with local community needs and priorities and to suggest strategies by which the state agency and local libraries can provide adequate levels of service. That committee completed its charge in 1982 and produced the performance measures publications useful in establishing statewide performance standards.

The 1983 OLA/ODL Public Libraries Standards Committee will be expected to establish statewide performance standards for public libraries serving differing population levels.

The committee is asked to file a final report with the ODL Board and the OLA Executive Board by December, 1984. The Oklahoma Department of Libraries will use the standards in the following ways:

1. To justify state aid to public libraries.
2. To aid local/district library directors and boards in identifying, justifying, and financing adequate levels of service.
3. To facilitate communication of library service needs and performance service levels to local citizens and decision makers.
4. To help local communities adopt plans with priority objectives for performance to improve to at least the adopted state performance standards.
5. To provide assistance to libraries wishing to attain the criteria for determining adequacy.
6. To determine priority areas of expending federal funds in performance areas of less than adequate service.
7. To accredit public libraries.

INTRODUCTION

1. Background

Seventeen years have passed since the 1966 Minimum Standards for Public Libraries was published by the American Library Association (ALA). Those seventeen years have encompassed some of the most profound changes in public library history. During the same period, the institutions and organizations that served libraries were reacting to these changes. ALA was moving away from a position of setting standards which were the same for all libraries, into a stance that "what libraries need now are not rules for sameness but tools which will help them analyze a situation, set objectives, make decisions and evaluate achievement."[1] Another important concept was the determination that whatever measures were used should measure the satisfaction of the users' needs, not the needs of the library itself or the people operating it. Those measures of user satisfaction were dubbed "output" measures, as opposed to "input" measures such as how many books are purchased. It was the "output" measures which were to become the basis for new standards. In a process which is geared to develop a method to analyze service, develop goals and measure achievement, ALA's Public Library Association (PLA) put together two important documents. The first was A Planning Process for Public Libraries; the second was Output Measures for Public Libraries.

In its own developmental process, Oklahoma followed the lead of the national association by creating a state standards document "Goals for '75," which reflected the 1966 national standards. The "Goals for '75" committee, a joint effort of the Oklahoma Library Association (OLA) and the Oklahoma Department of Libraries (ODL), was chaired by Allie Beth Martin of the Tulsa City-County Library System. Mrs. Martin eventually began the "new standards" movement on the national level by initiating discussion which eventually led to the publication of "The Public Library Mission Statement and Its Imperatives for Service." That movement continues on the national level by PLA's tributary committees which are still investigating the possibility of new national standards, and by the ripple effects on the individual state library associations.

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[1]Ralph Blasingame and Mary Jo Lynch. "Diversity by Design." PLA Newsletter 13, no. 2 (June 1974), p. 19.

ODL approved of the planning process approach to library development. However, after discussions with the staff of King Research, Inc. (principal investigators for A Planning Process for Public Libraries), it became evident that the national planning approach was better suited to libraries with at least ten staff members, including three professionals. It was readily admitted that smaller libraries might find it difficult to work through the process of measurement and long-range planning created by the PLA committee's work. In Oklahoma the majority of public libraries had fewer than ten staff members with one or fewer professional librarians. As a result ODL hired King Research, Inc., to create performance measures tools specifically for Oklahoma's public libraries. With the help of an advisory committee, King Research produced Performance Measures for Oklahoma Public Libraries in 1982. The method is similar to that suggested by PLA, but it provides a process for determining the current status of library performance. The library's examination of possible future choices and selection from them is the next logical move.

While waiting for a decision on the establishment of national performance standards, Oklahoma is attempting to fill the gap for Oklahoma public libraries. Using PLA's work as a foundation, OLA and ODL created a joint committee to customize standards for Oklahoma's public libraries.

The OLA/ODL Public Libraries Standards Committee had its initial meeting in November of 1983. Since its beginning, the committee has monitored the publications and events which were related to the development of standards on the national level. The committee has also used articles by leaders in the field of public library practice, and any other sources of information which the members could identify. Many of these sources are not cited here, but are appended in the Bibliography.

2. Philosophy

The 1983 OLA/ODL Public Libraries Standards Committee began its work with an official charge to establish statewide performance standards for public libraries serving differing population sizes. Through a lengthy discussion and research process, it became apparent to the committee that statistical standards alone would not provide an adequate tool for local library development. The use of performance measures as established by ODL in 1982 implies the continuance of analysis through a long-range planning process.

After recognizing that standards are simply one step in a process of library development, the committee addressed itself to the preparation of a document which would encompass nearly all phases of library development planning. The provision for each library to determine its individual role based on community needs is inherent in the process of performance measures followed by long-range planning. However, the committee also recognized its responsibility to insure that all citizens of the state of Oklahoma receive a minimum level of library service in all its aspects.

Each library is encouraged to determine its own needs and to define its role to best match community needs. The performance standards provide a series of choices, as does the level of long-range planning with role selection and development, thereby providing flexibility in the developmental process.

The basic tenets of individual planning and a commitment to providing minimum levels of library service at first seem contradictory. A library will plan for the accomplishment of each of the four steps in the developmental process and, in practice, will learn planning skills. As the levels progress, the planning process will grow more complex. Support is provided from the State Library for the initial two levels of development; a larger support group, including ODL and a visiting team with peer librarians, will be available for the remaining two levels of development. The approach of this document is one of shared leadership among the local library, the Oklahoma Library Association, and the Oklahoma Department of Libraries. The benefits to libraries which commit themselves to the process are numerous and include recognition of accomplishment, potential monetary support, and the assistance of qualified individuals from ODL and from a library's peers.

In devising a planning approach to library development, the Standards Committee has been guided in its work by four basic principles. These four fundamental precepts have provided us with a conceptual framework which serves as the cornerstones of LEVELS OF LIBRARY DEVELOPMENT. The four are:

1. Local control of the planning and decision-making process.
2. Flexibility of choices for future development of the local library.
3. Financial and professional incentives for the local library to progress toward the twin goals of long-range planning and improved quality of services to its community.
4. The development of a set of minimum floor levels of performance which all libraries should accomplish.

Oklahoma's public library community as a whole can now strive for excellence in library service by accomplishing the progressive work of establishing a public library, qualifying for state aid, measuring performance, meeting performance standards, planning goals and objectives, rededicating itself to seeking out areas of improvement, and identifying the means to accomplish further improvements by the development of a long-range plan. LEVELS OF LIBRARY DEVELOPMENT takes a public library one step at a time through that process and identifies a series of actions which direct a library toward planning for excellence. Each step taken is a sign of individual growth and a contribution to the whole company of public libraries.

LEVELS OF LIBRARY DEVELOPMENT

Libraries in Oklahoma have come a long way in their development in the years since the first library was established in Indian Territory. Libraries in the state are still striving for better services for the communities they serve. These LEVELS OF LIBRARY DEVELOPMENT are dedicated to those libraries which want to provide not just good service, but the best possible service. The approach presented here is one of progressive development culminating in a purposeful plan for achieving excellence in a chosen role. Long-range planning is for every library, and those choosing to actively meet the challenge of the future will find long-range planning an invaluable tool.

Present and future funding will assist libraries in meeting these LEVELS, and an accreditation process will certify a library's accomplishments; a legislative package is a crucial element in the implementation of LEVELS OF LIBRARY DEVELOPMENT. The community as a whole will win when libraries strive to provide excellence.

I DEFINITION OF A PUBLIC LIBRARY

LEVEL I

DEFINITION OF A PUBLIC LIBRARY

Level I describes the characteristics of a Public Library in terms of User Services, Resource Management, and Administration and Finance. It defines the basic elements of service which all institutions must provide in order to be recognized as a Public Library. In order to implement Level I, current statutes concerning the definition of a public library must be revised (see Recommendation #4).

PLANNING STEP:

Plan and formulate objectives to meet the definition of a public library; for example, establish a schedule of library hours open.

LEVEL I

DEFINITION OF A PUBLIC LIBRARY

A public library is an agency created to serve the people in their informational, cultural, educational, and recreational pursuits[1, 2]. Because of this mandate, there are several distinguishing characteristics of a public library.

USER SERVICES

1. ACCESS

A public library is open to the public on a regular schedule in a building that is preferably owned and/or maintained by a local governmental entity. The hours of operation are conveyed throughout the community to inform the people of the library's availability.

2. SERVICES

A public library must provide service to its community. Two prerequisites for any public library service are: bibliographic access using a commonly accepted cataloging and classification schedule (i.e., Dewey or Library of Congress); and participation by the public library in networks or consortia (e.g., Oklahoma Telecommunications Interlibrary System—OTIS). This prerequisite recognizes the fact that no public library can provide maximum service to its citizens without the availability of additional resources.

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[1]"The Public Library Mission Statement and Its Imperatives for Service." Chicago: American Library Association, 1979.

[2]"Oklahoma Public Libraries Goals for '75." Oklahoma City: Oklahoma Library Association, 1969.

RESOURCE MANAGEMENT

3. LIBRARY MATERIALS

A public library must circulate to the community a collection of materials (e.g. books, periodicals, audio-visual) which is the result of a conscious plan to fulfill its service mission and which is supported by a materials budget. Donations of books and other materials should always be encouraged, but a public library must have a sufficient budget to purchase materials in response to community needs.

ADMINISTRATION AND FINANCE

4. STAFF

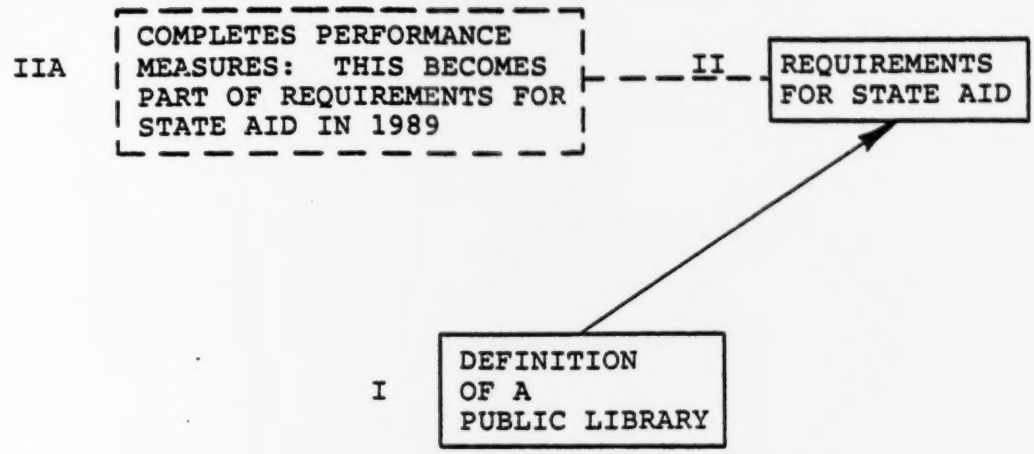
In its obligation to provide access and service, the public library must have one or more permanent positions that are responsible to a governing authority for a public library service program. The wages paid to the library employees shall be comparable to other like positions.

5. FUNDING

As an agency created to provide for the common good, a public library, by its very nature, must be supported for the most part by either municipal funds or a direct library levy on a permanent basis. Grants and donations should supplement, not supplant, the basic funding structure of the library.

6. GOVERNANCE

Local governance of the library should be consistent with existing statutes, ordinances, and local traditions observed by other governing bodies (e.g., city council, school board, hospital board). Library Boards should take an active role i the creation of policy and philosophy by which the library operates.


IIA
COMPLETES PERFORMANCE MEASURES: THIS BECOMES PART OF REQUIREMENTS FOR STATE AID IN 1989
II
REQUIREMENTS FOR STATE AID
I
DEFINITION OF A PUBLIC LIBRARY

LEVEL II

STATE AID RULES AND REGULATIONS

Level II sets the minimum limits in terms of User Services and Administration and Finance which a public library must meet in order to receive State Aid Grants (see current State Aid Rules and Regulations, pp. 6-8).

LEVEL IIa

PERFORMANCE MEASURES

Level IIa requires public libraries to conduct Performance Measures by FY1989 and to supply survey data thereafter on a schedule set by ODL in order to be eligible for State Aid Grants. In FY1989, Levels II and IIa of LEVELS OF LIBRARY DEVELOPMENT will be consolidated into Level II.

PLANNING STEPS:

A. Determine community needs.

B. Plan and formulate goals and objectives to meet state aid rules and regulations for public library services; for example, develop a written statement of basic library purpose.

C. Meet state aid rules and regulations.

LEVEL II

STATE AID RULES AND REGULATIONS (format adjusted by Standards Committee)

The ability to meet the requirements of ODL's Rules and Regulations for State Aid Grants to Public Libraries is seen as the second phase of library development. These regulations are reviewed annually by the ODL Board and revisions are made as needed.

OKLAHOMA DEPARTMENT OF LIBRARIES

RULES AND REGULATIONS FOR STATE AID GRANTS TO PUBLIC LIBRARIES

Adopted 3-15-84

The following Rules and Regulations for State Aid Grants to public libraries shall take effect July 1, 1984.

USER SERVICES

1. All libraries must provide free library service.

2. All libraries shall be open to the public the minimum number of hours stipulated in the following schedule. These hours shall be maintained year round. Single county systems organized under 65 O.S. 1981 Sections 151-161 which have branch libraries may aggregate their hours, if, discounting overlap, the citizens are served according to the following schedule:

   (a) Cities and towns under 2,000 population will be open 15 hours a week. The schedule will include at least two hours after 5 p.m. each week;
   (b) Cities and towns with at least 2,000 but less than 5,000 people, will be open 30 hours a week. The schedule will include at least two hours after 5 p.m. each week and three hours on Saturday;
   (c) Cities with at least 5,000 but less than 10,000 people, will be open 35 hours a week. The schedule will include at least four hours after 5 p.m. each week and three hours on Saturday;

(d) Cities with at least 10,000, but less than 25,000 people, will be open 50 hours a week. The schedule will include at least eight hours after 5 p.m. each week and four hours on Saturday; and

(e) Cities with 25,000 people or more will be open 60 hours a week. The schedule will include seven hours on Saturday.

3. All libraries must have a telephone located in the library with a listed number.

ADMINISTRATION AND FINANCE

4. All unaffiliated libraries must have submitted an annual report for the preceding fiscal year to the Department of Libraries by September 1st, and all library systems must submit such reports by October 1st.

5. All libraries must be legally established according to Oklahoma Statutes or by city ordinances.

6. All libraries must have a board of trustees appointed by the appropriate government officials which holds regularly scheduled meetings at least quarterly and all libraries must file a list of trustees, terms of office and meeting times with the Oklahoma Department of Libraries.

7. All libraries must receive operating income from local government sources (i.e., town, city, or county).

8. Local government must continue to expend an amount for library service not less than that of the preceding fiscal year. Public library systems organized under 65 O.S. 151-161 and Sections 551-561 may not reduce their millage levy.

9. All libraries must have paid employees who are employees of the town, city, county, or system.

10. All libraries must encourage staff to take advantage of continuing education programs offered by the Oklahoma Department of Libraries, institutions of higher education, and library associations.

11. State Aid funds cannot be used for capital outlay.

12. Multi-county library systems must abide by the Oklahoma Department of Libraries' Rules and Regulations concerning systems.

13. Libraries must file a report of expenditures made with state aid grant funds each year by September 1st and library systems by October 1st.

14. If a city or county has less total income for the most recent fiscal year as compared to the immediate past fiscal year, exemption to Rule 8 may be made. If this condition exists, libraries must so notify the Oklahoma Department of Libraries who will then supply forms for city or county officials to certify that the library's budget sustained no greater reduction than the total percentage reduction of income of the city or county budget. At such time as the city or county budget increases, the library budget must receive not less than the percentage increase as the total budget.

15. Rule 8 may be waived in those years when the budget is decreased according to Rule 14.

LEVEL II-a
PERFORMANCE MEASURES

Libraries began the Performance Measures for Oklahoma Public Libraries process in 1981. ODL consultants worked on a one-to-one basis with the staff in each public library to help them understand and carry out the performance measures at the local level. The process provided each library an historical perspective with trend data and a current picture of the library's performance.

ODL consultants will continue to be available for assistance to libraries initiating the project and to those which require assistance to continue the project after the first year. The project will include updating survey data in libraries on a staggered basis: the Materials Availability Survey will be done once each third year; the Telephone Survey or another survey method approved by the Oklahoma Department of Libraries, and the Age and Condition of the Collection Survey will be done once each fifth year. Libraries may conduct the surveys more frequently if desired. ODL will establish the schedule for the surveying process, and each library will be notified in October if it is scheduled to update any survey data in the upcoming year. The proper forms and any needed assistance from the ODL consultants will be provided, and the results will be due with the annual report the following August.

Date: _____

TABLE 16*

LOCAL LIBRARY SUMMARY OF PERFORMANCE MEASURES

SUMMARY OF PERFORMANCE MEASURES FOR _____

Measure	Data			Results
COMMUNITY PENETRATION				
1. Circulation per capita	Annual circulation	____	____	Circulation per
	Jurisdictional population	____		capita
2. Community awareness of library services	Citizens Survey			
	Actual awareness units	____	____	% Community awareness
	Potential awareness units	____		
3. Users as a percentage of population	Citizens Survey			
	Respondents using library	____	____	% Users
	Survey respondents	____		
4. Registered borrowers as a percentage of population	Registered borrowers	____	____	% Registered borrowers
	Jurisdictional population	____		
USER SERVICES				
5. Title fill rate	Materials Availability Survey			
	Number of titles found	____	____	% Title fill rate
	Number of titles sought	____		
6. Subject fill rate	Materials Availability Survey			
	Number of subjects found	____	____	% Subject fill rate
	Number of subjects sought	____		
7. Reference questions per capita	Reference questions asked	____	____	Reference questions
	Jurisdictional population	____		per capita
8. Adult program attendance per adult capita	Annual adult program attendance	____	____	Adult program attendance per adult capita
	Jurisdictional adult population (15 years of age and older)	____		

* Taken from Performance Measures for Oklahoma Public Libraries, 1982, p. 77.

TABLE 16

LOCAL LIBRARY SUMMARY OF PERFORMANCE MEASURES

(continued)

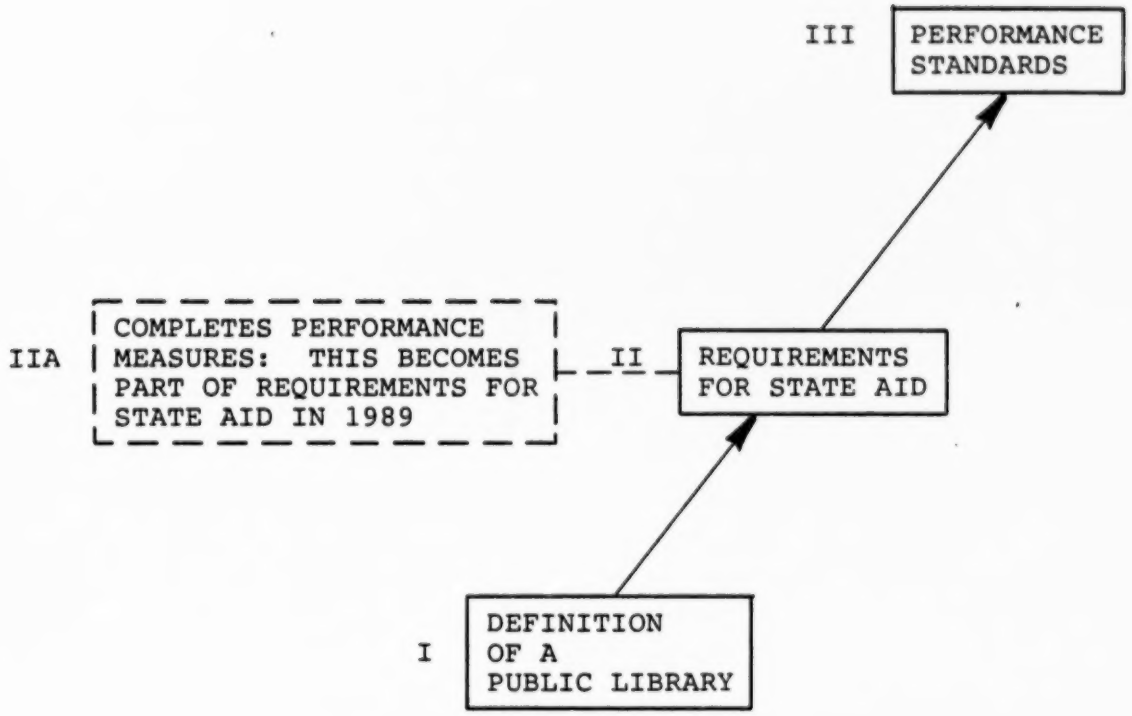
Measure	Data		Results	
USER SERVICES (continued)				
9. Juvenile program attendance per juvenile capita	Annual juvenile program attendance	____	____	Juvenile program attendance per juvenile capita
	Jurisdictional juvenile population (14 years of age and under)	____		
10. Juvenile percentage of circulation: juvenile percentage of materials expenditures	Juvenile circulation	____	Children account for:	
	Annual circulation	____	____%	of our circulation and
	Juvenile materials expenditures	____	____%	of our materials expenditure
	Materials expenditures	____		
11. Juvenile percentage of circulation: juvenile percentage of population	Juvenile circulation	____	Children account for:	
	Annual circulation	____	____%	of our circulation and
	Juvenile population (14 years of age and under)	____	____%	of our population
12. ILL fill rate (OTIS sites)	OTIS fills	____	____%	ILL fill rate
	OTIS requests	____		
13. I & R service checklist	Checklist		____	(X)
RESOURCE MANAGEMENT				
14. Collection turnover rate	Annual circulation	____	____	Turnover rate
	Items held	____		
15. Range of hours open	Listing of library hours summer/winter		Winter Schedule	
			____%	of hours open 8-5, M-F
			____%	of hours open outside of 8-5, M-F
			Summer Schedule	
			____%	of hours open 8-5. M-F
			____%	of hours open outside of 8-5, M-F
16. Ratio of staff to population	Jurisdictional population	____	"In our city/system there is one library staff member for every ____ people."	
	FTE staff	____		
17. Ratio of staff to circulation	Annual circulation	____	____	Circulation per staff member
	FTE staff	____		
18. Square footage per capita	Total library square footage	____	____	Square footage per capita
	Jurisdictional population	____		

TABLE 16

LOCAL LIBRARY SUMMARY OF PERFORMANCE MEASURES

(continued)

Measure	Data			Results	
RESOURCE MANAGEMENT (continued)					
19. Items held per capita	Items held Jurisdictional population	____ ____		____	Items per capita
20. Percentage of holdings intended for juveniles	Juvenile holdings Items held	____ ____		____%	of our holdings are intended for children and
	Juvenile population Jurisdictional population	____ ____		____%	of our population is children.
21. Cooperative activities	Checklist			____	(X)
22. Collections	Checklist			____	(X)
	Percentage of collection less than 2 years old			____%	
	Percentage of collection in excellent condition			____%	
ADMINISTRATION AND FINANCE					
23. Per capita support	Local library funds	____		$____	per capita from local
	Jurisdictional population	____			funds
24. Local library funds as a percent of total local budget	Local library funds Total local budget	____ ____		____%	of local funds allocated for library
25. Materials as a percent of total expenditures	Materials expenditures Total library operating expenditures	____ ____		____%	of expenditures for materials
26. Salaries and wages as a percent of expenditures	Library staff expenditures Total library operating expenditures	____ ____		____%	of expenditures for staff
27. Percentage of staff participating in continuing education	Number of FTE staff in CE FTE staff	____ ____		____%	of staff in CE
28. Administrative checklist	Checklist			____	(X)



LEVEL III

PERFORMANCE STANDARDS

Level III sets numerical Performance Standards by which a library can measure itself according to the categories of Community Penetration, User Services, Resource Management, and Administration and Finance. The performance standards are grouped by library size in order that each library will be able to compare results with similar libraries. These numerical performance standards have been derived from data which presently exists for libraries in Oklahoma. At this level, a library must achieve the numerical criteria in at least half the measures which make up each standard.

PLANNING STEPS:

A. Evaluate results of performance measures against a library's goals and objectives and Oklahoma public library standards.

B. Meet at least half of the performance measures included in <u>each</u> of the four performance standard categories.

C. Initiate long-range planning.

LEVEL III
PERFORMANCE STANDARDS

In the manual, Performance Measures for Oklahoma Public Libraries, the measures were grouped into four categories: Community Penetration, User Services, Resource Management, and Administration and Finance. Each of the four categories included a range of four to ten measures. In looking for a logical approach to setting standards based on these performance measures, the Standards Committee determined it was reasonable to stay with the same concept, namely, four performance standards categories.

During the performance measures process each library not only examines its current situation and historical data trends but also makes comparisons with the mean, median, and mode. This enables the library to obtain a perspective on how its results compare with other libraries serving similar population size groups. This practice has been carried forward to the performance standards. It is unreasonable to expect library services to be exactly the same in any two communities in the state, since libraries serve communities of diverse sizes and varying demographic characteristics. The libraries in Oklahoma have been divided into three size groups: Libraries serving under 5,000 population; Libraries serving populations of 5,000 to 25,000; and Library Systems and Libraries serving over 25,000 population. Each of these population sizes has its own set of performance standards.

In order to achieve Level III a public library will be required to meet at least half of the measures included in each of the four performance standards categories. A library could therefore meet the requirements of a performance standard without achieving the minimum on all measures within a performance standard category. The performance standards used in this document are extrapolated from the annual reports to ODL and from the performance measures reports from participating libraries. The performance standards recognize a minimum floor of achievements based upon existing service levels in particular size groups of Oklahoma libraries.

While the Standards Committee acknowledges that a performance standard based on a median score implies that some libraries must automatically fall both above and below the median, it is concerned that all libraries have the potential for meeting the minimum performance standards. Therefore these performance standards, based on FY1984 statistics, are frozen until FY1990 to allow an opportunity for all libraries to reach performance standards.

PERFORMANCE STANDARD CATEGORIES

A. **Community Penetration.** This performance standard is designed to measure the extent to which the members of the community are aware of the library services and how much use they make of these services.

B. **User Services.** This performance standard is concerned specifically with the library users and the extent of and success in their use of the library.

C. **Resource management.** This performance standard reflects internal management decisions about how funds are used within the library.

D. **Administration and Finance.** This performance standard reflects the decisions made by the library's governing jurisdiction, Board, and director concerning library funding.

THE MEASURES WITHIN EACH PERFORMANCE STANDARD CATEGORY

A. Community Penetration

1. Circulation per capita. This measures the number of items circulated in relation to the size of the community.

2. Community Awareness. This measures the level of awareness of library services in the community from a telephone survey or another survey method approved by the Oklahoma Department of Libraries.

3. Users as a Percentage of Population. This measures the percentage of respondents to a telephone survey, or another survey method approved by the Oklahoma Department of Libraries, who reported using the library, either in person or by phone, at least once within the past 12 months.

4. Registered Borrowers as a Percentage of Population. This measures the proportion of the community currently registered as borrowers of the library.

B. User Services

1. Title Fill Rate. This measures how often a user finds the particular title which he/she is seeking.

2. Subject/Author Fill Rate. This measures how often the user finds information on a particular subject or books by a specific author which he/she is seeking.

3. Browser Fill Rate. This measures how often the users of a library can find something of interest when not looking for a specific item.

4. Reference Questions per capita. This measures the amount of reference service in relation to the size of the community.

5. Adult Program Attendance per capita. This measures the proportion of adults attending library programs in relation to the total number of adults in the community.

6. Juvenile Program Attendance per capita. This measures the proportion of children attending library programs in relation to the total number of children in the community.

Note: There are five additional measures in the User Services category listed in the Performance Measures Manual. They include ratios for juvenile services to the juvenile population for the area and a checklist. While these are important considerations for local planning and in understanding the library's total program, the Standards Committee believed that these measures were not applicable to statewide performance standards.

C. **Resource Management**

1. Collection Turnover Rate. This measures the use of the library collection.

2. Percentage of Evening and Weekend Hours. This measures how much of the library's service time is outside the normal 8 a.m. to 5 p.m., Monday through Friday service hours.

3. Ratio of Library Staff to Population. This measures the number of library staff in relation to the size of the community.

4. Building Square Footage per capita. This measures the size of the library building in relation to the size of the community.

5. Number of items per capita. This measures the holdings of the library in relation to the size of the community.

6. Age of the Library Collection. This measures the percentage of the book collection that is five years old or less.

7. Condition of the Library Collection. This measures the percentage of the book collection in excellent physical condition.

Note: There are also two checklists and two other measures in the Resource Management category. The relative workload of the library staff and juvenile ratio were determined by the Standards Committee to be of use locally, but impractical for statewide performance standards.

D. **Administration and Finance**

1. Per Capita Support. This measures the amount of local funding (i.e., city or county appropriation, or mill levy) in relation to the size of the community served.
2. Materials as a Percentage of Total Expenditures. This measures the annual materials expenditure in relation to the total operating expenditures.
3. Salaries and Wages as a Percentage of Total Expenditures. This measures the amount spent on staff salaries and wages within the total operating expenditures.
4. Percentage of Staff Participating in C.E. This measures the proportion of the library staff which participated in continuing education activities during the last year.

Note: There is one additional measure and one checklist included in the Administration and Finance category that do not lend themselves to statewide performance standards.

PERFORMANCE STANDARDS

Libraries Serving over 25,000 and Systems

PERFORMANCE STANDARD CATEGORY: COMMUNITY PENETRATION
MEASURES:

1.	Circulation per capita	3.4
2.	Community Awareness	27
3.	Percentage of Users	42.5%
4.	Percentage of Registered Borrowers	36%

PERFORMANCE STANDARD CATEGORY: USER SERVICES
MEASURES:

1.	Title Fill Rate	65.5%
2.	Subject/Author Fill Rate	80%
3.	Browser Fill Rate	91%
4.	Reference Questions per capita	0.145
5.	Adult Program Attendance per capita	0.027
6.	Juvenile Program Attendance per capita	0.51

PERFORMANCE STANDARD CATEGORY: RESOURCE MANAGEMENT
MEASURES:

1.	Collection Turnover Rate	2.15
2.	Percentage Evening/Weekend Hours	34.5%
3.	Ratio Staff: Population	1 to 3671 or less
4.	Square Footage per capita	0.37
5.	Items Held per capita	1.5 to 2.2
6.	Percentage of Book Collection Age 5 Years and Less	21.5%
7.	Percentage of Book Collection in Excellent Condition	22.5%

PERFORMANCE STANDARD CATEGORY: ADMINISTRATION AND FINANCE
MEASURES:

1.	Dollars per capita of Local Support	$5.26
2.	Materials as a Percentage of Total Operating Expenditures	15% or more
3.	Salaries as a Percentage of Total Operating Expenditures	54% to 58%
4.	Percentage of Staff Participating in Continuing Education	63.5%

PERFORMANCE STANDARDS

Libraries Serving 5,000 to 25,000

PERFORMANCE STANDARD CATEGORY: COMMUNITY PENETRATION

MEASURES:

1.	Circulation per capita	5.1
2.	Community Awareness	27
3.	Percentage of Users	40.5%
4.	Percentage of Registered Borrowers	53.5%

PERFORMANCE STANDARD CATEGORY: USER SERVICES

MEASURES:

1.	Title Fill Rate	74.5%
2.	Subject/Author Fill Rate	78%
3.	Browser Fill Rate	95.5%
4.	Reference Questions per capita	0.20
5.	Adult Program Attendance per capita	0.0175
6.	Juvenile Program Attendance per capita	0.635

PERFORMANCE STANDARD CATEGORY: RESOURCE MANAGEMENT

MEASURES:

1.	Collection Turnover Rate	1.65
2.	Percentage Evening/Weekend Hours	25.5%
3.	Ratio Staff: Population	1 to 2913 or less
4.	Square Footage per capita	0.39
5.	Items Held per capita	2.1 to 4.0
6.	Percentage of Book Collection Age 5 Years and Less	13.5%
7.	Percentage of Book Collection in Excellent Condition	19.5%

PERFORMANCE STANDARD CATEGORY: ADMINISTRATION AND FINANCE

MEASURES:

1.	Dollars per capita of Local Support	$6.68
2.	Materials as a Percentage of Total Operating Expenditures	16% or more
3.	Salaries as a Percentage of Total Operating Expenditures	54% to 66%
4.	Percentage of Staff Participating in Continuing Education	46.5%

PERFORMANCE STANDARDS

Libraries Serving Under 5,000

PERFORMANCE STANDARD CATEGORY: COMMUNITY PENETRATION

MEASURES:

1.	Circulation per capita	4.2
2.	Community Awareness	29
3.	Percentage of Users	35.5%
4.	Percentage of Registered Borrowers	42%

PERFORMANCE STANDARD CATEGORY: USER SERVICES

MEASURES:

1.	Title Fill Rate	Insufficient Sample Size*
2.	Subject/Author Fill Rate	Insufficient Sample Size*
3.	Browser Fill Rate	Insufficient Sample Size*
4.	Reference Questions per capita	0.055
5.	Adult Program Attendance per capita	0.0405
6.	Juvenile Program Attendance per capita	0.38

PERFORMANCE STANDARD CATEGORY: RESOURCE MANAGEMENT

MEASURES:

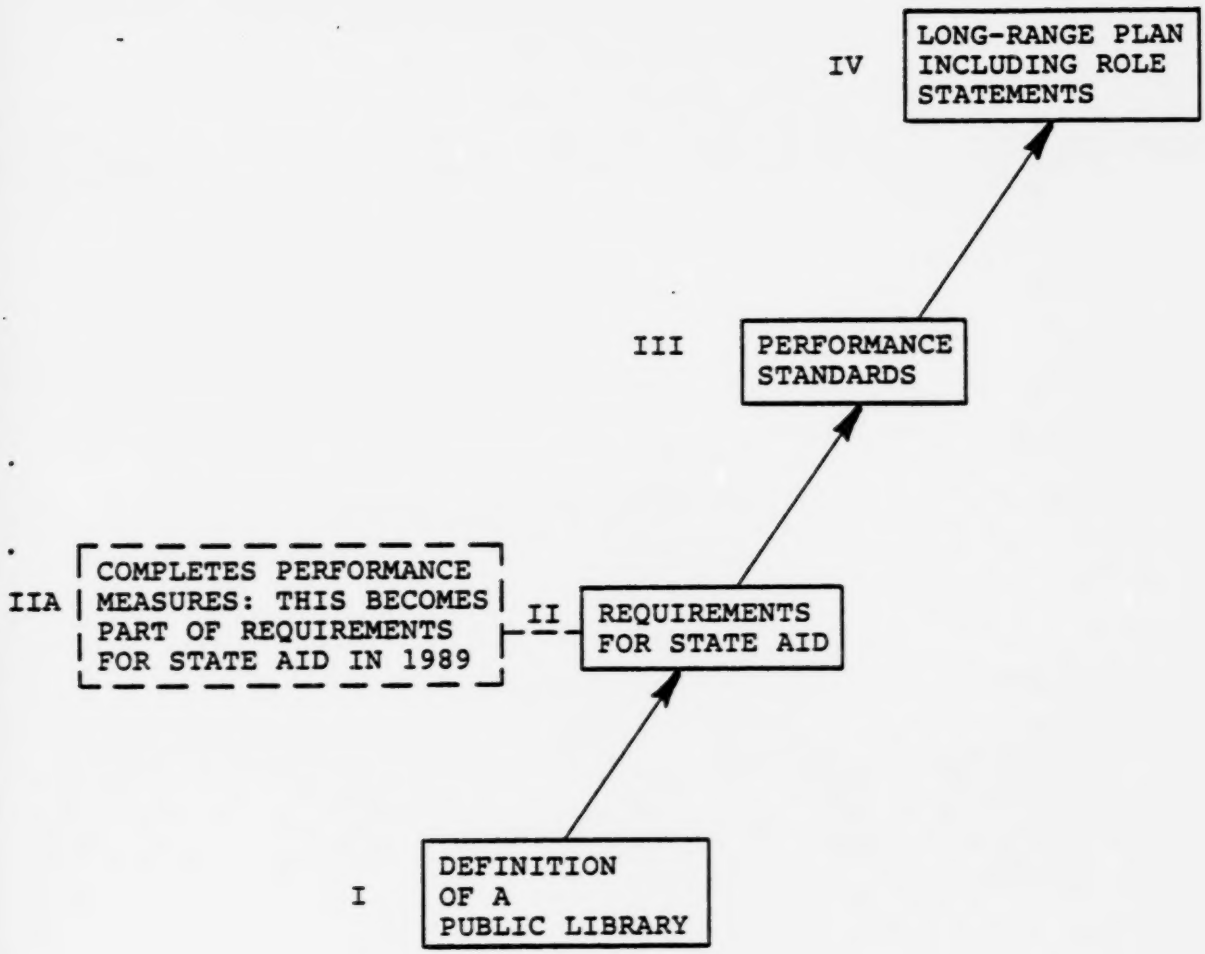
1.	Collection Turnover Rate	0.95
2.	Percentage Evening/Weekend Hours	15.5%
3.	Ratio Staff: Population	1 to 2748 or less
4.	Square Footage per capita	0.655
5.	Items Held per capita	3.4 to 6.2
6.	Percentage of Book Collection Age 5 Years and Less	12.5%
7.	Percentage of Book Collection in Excellent Condition	17.5%

PERFORMANCE STANDARD CATEGORY: ADMINISTRATION AND FINANCE

MEASURES:

1.	Dollars per capita of Local Support	$4.43
2.	Materials as a Percentage of Total Operating Expenditures	19% or more
3.	Salaries as a Percentage of Total Operating Expenditures	51% to 67%
4.	Percentage of Staff Participating in Continuing Education	83.5%

*Insufficient data for libraries of this size, will be revised when data available.



LEVEL IV

ROLE STATEMENTS AND THE LONG-RANGE PLANNING PROCESS

Level IV defines the roles a library can choose to best meet the needs of its own community. Some of the roles are: Community Service Agency; Cultural; Educational; Information Provider; Recreational Materials Provider; and Research. Once a library has determined the role or roles best serving its community, the library must plan how to accomplish its goals and objectives.

PLANNING STEPS:

A. Create a library mission statement.

B. Define the role(s) selected by the library to meet the needs of the local community.

C. Complete a long-range planning process for future development of the library.

LEVEL IV

ROLE STATEMENTS

An integral part of the planning process is the determination which a local library board makes as to the role which they choose to play in their community. No more than three roles should be chosen by any library. The roles given below are not exclusive -- there can be others.

COMMUNITY SERVICE AGENCY ROLE

The Community Service Agency role of a public library encompasses the identification of needs within the community which are unmet. The public library will either provide relevant library materials and outreach services or advocate that other agencies meet these needs.

Sample Method of Delivery:

1. Analyze community needs in relation to existing library services.
2. Analyze the community agencies and services available to meet the identified needs, and involve other agencies to meet the needs if appropriate.
3. Provide advocacy services which relate to identified unmet needs (e.g., literacy, television community services programs, English as a second language, job hunting services, restitution programs, migrant workers, and reading readiness).
4. Identify community groups and individuals who do not or cannot use the library.
5. Provide library activities which can assist the unserved community groups or individuals (e.g., delivery to the homebound, nursing homes, jails, and fire stations).
6. Provide library materials and equipment for users with specialized needs (e.g., large print books and captioned video cassettes for the hearing impaired).
7. Provide non-traditional delivery methods (e.g., cable television productions, video studios, in-cable dial up for access to databases, telephone story hours, and volunteer programs).
8. Encourage library staff to work with community organizations.

CULTURAL ROLE

The Cultural role of a public library encompasses the provision of library materials and services that enhance the quality of life arising from a society's interest in arts, letters, or the humanities.

Sample Methods of Delivery:

1. Provide library resources and materials which provide access to cultural history or cultural development of the individual (e.g., local history collection, collection of Shakespeare's plays, and literary classics).
2. Provide library programming with a focus on the cultural heritage of the community (e.g., Shakespeare festival and American Indian folklore series).
3. Establish a close working relationship with community cultural organizations (e.g., art association, music clubs, and community theater).
4. Serve as a coordinator or clearinghouse for cultural events in the community (e.g., publish the information for the community and maintain a file).
5. Encourage library staff to work with cultural organizations in the community.

EDUCATIONAL ROLE

The Educational role of a public library encompasses the provision of library materials and services to assist in formal coursework or enhance informal lifelong learning.

Sample Methods of Delivery:

1. Provide planned, on-going formal and informal educational activities (e.g., library-sponsored discussion groups and tutors for non-readers).
2. Provide study area(s) and appropriate seating with facilities and equipment which will enhance the educational process (e.g., copy machine, typewriters, study carrels, and group study area).
3. Provide materials which support individual lifelong learning and which complement formal course work.
4. Provide staff time and training to create expertise in the educational use of the library's resources by individuals and groups.
5. Contact local education providers and plan support service to students and other learners (e.g., assignment alert and "how to use the library" classes).
6. Provide information concerning learning opportunities in the community.

INFORMATION PROVIDER ROLE

The Information Provider role of a public library encompasses providing the community with any and all levels of information through library materials and services.

Sample Methods of Delivery:

1. Provide information and reference services in person, by phone, or by mail.
2. Provide information and materials which concentrate on areas of community interest (e.g., reference materials, vertical file, human resource file, nonfiction collection, magazines, newspapers, and bibliographic tools).
3. Provide access to sources outside the library for further searches for requested information (e.g., interlibrary loan, computer data bases, and telephone links to other organizations).
4. Provide information referral service for library users (e.g., collect a list of information sources and agencies in the community or larger geographical area).
5. Provide staff specializing in information services and resources for the community's use.
6. Provide informational programming (e.g., genealogy workshop, financial planning, and family mental health).
7. Publicize the library's informational services and resources.

RECREATIONAL ROLE

The Recreational role of a public library encompasses the provision of leisure library materials and services for all ages.

Sample Methods of Delivery:

1. Provide the most frequently demanded material for recreational use (e.g., best sellers, romance, mystery, western, science fiction, popular magazines, newspapers, and paperbacks).
2. Provide reader's advisory service to help patrons locate popular material.
3. Provide library service hours which are conducive to meeting the entire community's recreational needs, including weekends and evenings.
4. Provide recreational programs (e.g., storytime, summer reading club, booktalks or book reviews, and film showings).
5. Provide popular non-print materials and appropriate equipment for patron use (e.g., computers with recreational software, art prints, and tapes of musical groups popular with various age groups in the community).
6. Provide facilities for pleasure reading, audio-visual materials use, computer use, and group entertainment events.
7. Provide information about other recreational activities in the community.

RESEARCH ROLE

The Research role of a public library encompasses the provision of comprehensive library materials and extensive services with an emphasis on primary source materials in specific subject(s).

Sample Methods of Delivery:

1. Develop resources for specialized subject areas such as:
   a. Local history collection of primary source materials (e.g., original diaries, journals, photos, maps, and other personal papers).
   b. A major file of genealogy materials and sources.
   c. Data base services for special fields (e.g., business, grantsmanship, petroleum, and agriculture).
   d. An in-depth, extensive government documents collection for a geographical region or specialized subject(s).
2. Provide research staff for the comprehensive acquisition, organization, and search of source materials.
3. Provide a materials review center (e.g., an all-inclusive collection of materials for an age group or for a specialized interest).
4. Provide an extensive service to requestors outside the local area, including other library agencies.

LEVEL IV
THE LONG-RANGE PLANNING PROCESS

INTRODUCTION

Long-range planning is a necessary component of sound library management. If the library is to serve the entire community and respond to the needs of its citizens, it must identify those needs, formulate specific objectives, and decide what it should and should not attempt. Any library, regardless of size, can follow these planning procedures to produce goals that are realistic, achievable, and reflect the library's purpose.

A community-wide planning committee (not to exceed 15 members), to include board members, staff, and representatives of community groups and minorities, should be formed. The planning process outlined on the following pages will direct the committee through the planning process, and will produce an analysis of the library and the community, along with specific objectives for immediate and long-range (usually a five-year period) programs.

1. DISCUSSION OF COMMUNITY AND COMMUNITY INFORMATION NEEDS DATA

Possible sources of data: citizen survey, materials availability survey, staff survey, student survey, or other surveys as needed, prior community analysis, municipal planning documents, latest decennial census, Annual Report of Oklahoma Libraries, Performance Measures data, and other documents as available or needed.

The purpose of this activity is to obtain an understanding of the community and its information needs from various sources. It is probably easier to begin by developing a broad picture of the community as a whole.

2. ASSESSMENT OF CURRENT LIBRARY SERVICES AND RESOURCES

Possible sources of data: citizen survey, materials availability survey, staff survey, student survey, or other surveys as needed, Performance Measures for Oklahoma Public Libraries checklist and Table 2 - "Performance Measures Over Time," library statistics (those current and historical, not in Table 2), and statistics from comparable libraries.

The purpose of this activity is to assess current library services and resources in light of the preceding activity which described the community and its information needs. This also paves the way for the following activity which is designed to produce a library mission statement.

The Committee may decide that the Performance Measures data is all that is necessary for its purposes. It may also decide, however, that additional data is desirable or necessary. In this case it would then be decided when, how, and by whom this additional data would be gathered.

3. CREATION OF LIBRARY MISSION STATEMENT

During the first two activities, committee members learned of and assessed information regarding the community and the public library as it currently exists. Based upon these discussions and a selection of a library's major roles (pp. 22-24), a library mission statement can be developed. This mission statement is the point from which all subsequent goals, objectives, strategies, and priorities will evolve.

In discussing the creation of a mission statement, the following concerns should be addressed:

- access to service
  - locations and suitability of facilities
  - opening hours
  - alternative services access
- print and non-print collections
- information and programming services
- outreach services
- service groups
  - current users
  - special services to target groups
  - the underserved and the unserved

Once the mission statement has been completed, it should be reviewed periodically during the rest of the planning process so that any new and necessary changes may be made for incorporation into the final planning document.

4. CREATION OF LIBRARY GOALS

In preparation for the next planning step, either a goals committee, the entire committee (if small enough) or library administrative staff should meet to begin to draft goals for the library. These preliminary goals will be based on the community assessment, the current library situation, and the mission statement. These goals may be in categories such as community awareness, user services, library resources, and administration and finance. Other categories may be added as deemed necessary.

A goal is a broadly stated non-measurable statement which indicates the end toward which a library is progressing. There are one or more goals for any category.

5. CREATION OF LIBRARY OBJECTIVES

Because library goals have already been developed in four areas of library service, it is now possible to generate objectives for each area. Each objective, like each goal, must contribute to the achievement of the library's mission statement.

An objective is a measurable, specific statement which states an achievement rather than a specific task. For example, any of the current Performances Measures may be expressed as an objective. To increase circulation per capita is an objective, while the task of conducting a registration drive is not. An objective possesses three characteristics: (1) the outcome or achievement is described, (2) the measurement of achievement is noted, and (3) the time frame is stated. An example may be "To increase the title fill rate to 80% by 1988."

As mentioned earlier, the current Oklahoma Performance Measures may be used as a starting point in the development of objectives. Another advantage of the Performance Measures process is that each library will possess the basic data necessary for the formulation of objectives. It would remain then to complete the objectives by determining the time element. Because most library long-range plans are for five years, it is possible and desirable to stagger the dates for the achievements of the objectives.

There is no restriction to the number of objectives which may be formulated. A note of caution, however, is that libraries of different sizes should be realistic in the number of objectives developed. Fewer, achievable objectives constitute a better long-range plan than many unobtainable ones.

6. DETERMINING PRIORITIES

After the goals and objectives have been determined for a library, it will be necessary to rank them in terms of their importance to goal accomplishment. It is best to determine objective priorities by using anticipated financial conditions such as:

Contingency One: An increase in library funding which would allow the introduction of new programs or services or expansion of existing ones.

Contingency Two: An increase only to cover inflation and fixed cost increases. (No actual increase in purchasing power; status quo.)

Contingency Three: Decreased funding or frozen funding which could require reduction in services.

Because a library's objectives or hopes of achievement may change dramatically due to financial changes over a period of five years, it is beneficial if all three contingencies are discussed.

7. DEVELOPING STRATEGIES

Strategies are often financially based and need to be created in the context of importance to the library. Simply put, if an objective is deemed to be very important, then more expensive or time-consuming strategies may be developed. Conversely, if an objective has little importance attached to it, then minimal or very inexpensive strategies may be generated.

In developing strategies, there are generally two criteria which need to be used:

1. The strategy's contribution to the library's mission statement, goals, and objectives.
2. The strategy's cost in staff time and other resources and the effect on other services or programs or possible diversion of resources to the new activity.

In summary, the planning process is a series of steps that a library can take to better understand and match library services to the community it serves by taking the following steps:

1. Form a planning committee.
2. Discuss the community and its information needs.
3. Assess current library services using Performance Measures and other pertinent data.
4. Create a mission statement.
5. Create goals based on the mission statement.
6. Set measurable objectives using Performance Measures or other data.
7. Determine priorities for the objectives.
8. Develop strategies and an annual program.
9. Report to the jurisdictional body at scheduled intervals and reassess whether goals and objectives are being accomplished.

RECOMMENDATIONS

1. PUBLIC LIBRARY ACCREDITATION PROGRAM

2. FUNDING OF LEVELS OF LIBRARY DEVELOPMENT

3. LEGISLATIVE PROGRAM FOR LEVELS OF LIBRARY DEVELOPMENT

4. ADMINISTRATIVE PROCEDURES REVISIONS

Recommendation #1

PUBLIC LIBRARY ACCREDITATION PROGRAM

I. Purpose

The accreditation process for public libraries is a unique and pioneering effort. Even though the OLA/ODL Public Libraries Standards Committee recommends the accreditation process be conducted by the Oklahoma Department of Libraries, it recognizes the necessity for a peer review element. The accreditation process is a judgmental effort made in the public interest whereby public libraries provide services to the citizens of our State which are critically reviewed and evaluated. This judgment is based upon an established set of minimal standards that are known as the LEVELS OF LIBRARY DEVELOPMENT. These LEVELS OF LIBRARY DEVELOPMENT have been formulated by the Oklahoma Library Association/Oklahoma Department of Libraries Public Libraries Standards Committee, subject to the approval of the Oklahoma Library Association Executive Board and the Oklahoma Department of Libraries Board.

The reasons for an accreditation program are:

1. To provide a means for accountability to show that library resources have been used to foster the library's purpose.
2. To establish the credibility of the library within the community by providing an outside review panel composed of peers.
3. To provide potential motivation for a library to progress from one Level to a higher Level of achievement.
4. To recognize the inherent value of providing better service on a continuing basis to citizens in Oklahoma.
5. To provide exposure to the community by a media event for presentation of the certificate of accreditation.

In an effort to develop statewide minimal standards for public libraries, at least two realities must be recognized:

A. The accreditation of public libraries, based upon a set of minimal standards, is different from the accreditation of academic institutions. With the latter, additional funding is not necessarily a direct result of achieving accreditation. With the former, it may result in a potential expectation that additional funding will be awarded if available.

B. The state library agency, as a governmental entity, cannot be separated from the accreditation process as it is with the accreditation of academic institutions. Since the Oklahoma Department of Libraries is a public body with legislative mandates, including those that involve the use of public funds, it cannot abrogate its responsibility to disperse funds which the State Legislature has entrusted it to expend.

These are significant realities if there is an implication for potential enhanced funding from the state library agency to those public libraries which choose to participate in the accreditation process and which meet and/or exceed the minimal standards, LEVELS OF LIBRARY DEVELOPMENT.

II. Structure of the ODL Committee on Accreditation

A. The Committee on Accreditation of the Oklahoma Department of Libraries is composed of three members, one of whom is an OLA member and not employed by ODL. The ODL Director will appoint the three members.

B. The charge of the Committee is to be responsible for the execution of the accreditation program of the Oklahoma Department of Libraries Board.

C. The Committee will provide educational leadership by:

1. Conducting a statewide public relations campaign on the benefits of achieving accreditation at any point of the LEVELS OF LIBRARY DEVELOPMENT.
2. Disseminating copies of the minimal standards (i.e., LEVELS OF LIBRARY DEVELOPMENT), printed procedures, and other relevant materials to all public libraries, boards of trustees, and chief executive officers of cities, towns, counties, and others as deemed appropriate.
3. Developing a comprehensive training program for participants.

III. TIME TABLE FOR ACCREDITATION PROGRAM BY LEVEL

Because of the lengthy amount of time required, the accreditation process will be phased in over a period of four (4) years. This is directly related to the time needed to develop a procedures manual, provide training for the Visiting Team members, and disseminate information to all libraries in the state concerning the nature of the accreditation process. While the accreditation process is being phased in, the libraries throughout the state will have the opportunity to work with LEVELS OF LIBRARY DEVELOPMENT and prepare their library for accreditation at their own desired level. The timetable presented below will serve as a useful guideline in assisting librarians and library board members to become familiar with the stages of implementation.

LEVEL I. Definition of a Public Library.

The accreditation process would begin after July, 1985.

LEVEL II. State Aid Rules and Regulations.

Accreditation would begin after July, 1986. Libraries would be required to adopt a basic written statement of purpose.

LEVEL IIA. State Aid Rules and Regulations Including Performance Measures Survey Data.

Accreditation would begin after July, 1986, for those libraries having completed Performance Measures by that date.

LEVELS II AND IIA COMBINED AFTER 1989. Revised State Aid Rules and Regulations.

Accreditation on the "new" Level II would begin after July, 1989.

LEVEL III. Performance Standards.

Develop a manual of procedures after FY1986.

Train visiting team members after FY1987.

Identify test site libraries and begin initial accreditation after FY1987.

Accreditation at Level III begins after July, 1987.

LEVEL IV. Role Statements and Long-Range Planning.

Review of visiting team training sessions after FY1988.

Accreditation on Level IV after July, 1988.

IV. TIME TABLE FOR ACCREDITATION PROGRAM BY YEAR

FY1985 and after

Accreditation at Level I

FY1986 and after

Accreditation at Level II

Accreditation at Level IIA

Develop a manual of procedures for visiting teams

FY1987 and after

Train visiting team members for Level III

Accreditation at Level III at test site libraries

Accreditation at Level III

FY1988 and after

Train visiting team members for Levels III and IV

Accreditation at Level IV

FY1989 and after

Accreditation at "new" Level II

Recommendation #2

FUNDING OF LEVELS OF LIBRARY DEVELOPMENT

As a part of considering the impact of its work on the public libraries of Oklahoma, the OLA/ODL Public Libraries Standards Committee has considered the possible methods of funding the comprehensive proposals it has made. There is a current program for qualifying for State Aid, based on an allocation formula for both unaffiliated libraries and systems. The Committee believes that the existing program should remain intact, using the per capita/square mileage formula currently in place.

Adding another task for public libraries to perform adds additional responsibility and cost to the local jurisdiction. The performance standards call for a process that involves responsible management on the local level; ODL must have an equally responsible incentive plan to reward the effort of the local jurisdiction and to guarantee the performance by guidelines that provide a measure of the achievement. LEVELS OF LIBRARY DEVELOPMENT recommends the required achievement and the process to measure and verify that achievement.

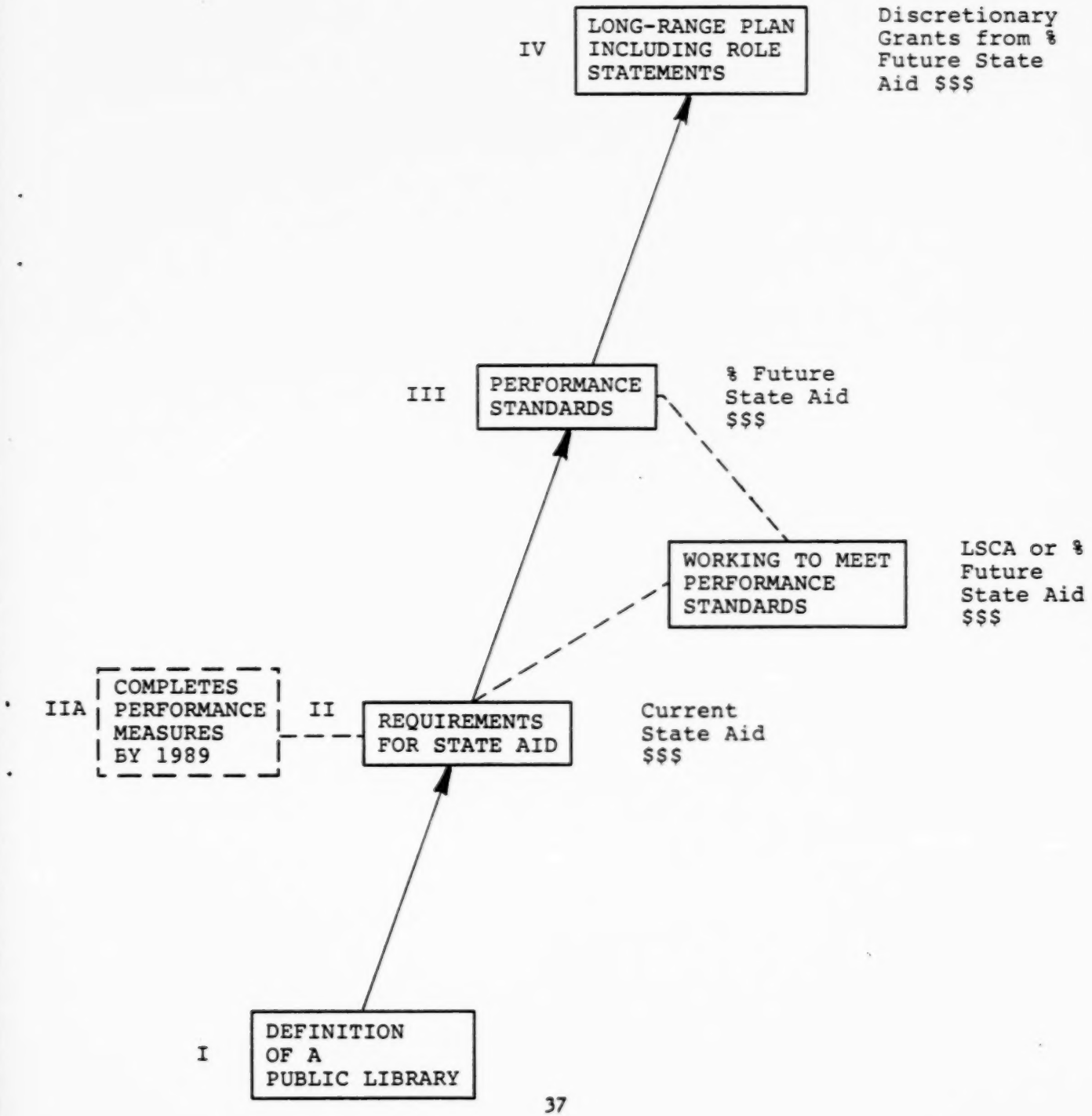
As a response to achieving a higher level of service to the public in the local library, the Standards Committee concluded that the local jurisdiction should be provided an incentive to achieve and retain the performance standards as required by Level III. The Committee therefore recommends that the Oklahoma Department of Libraries Board: 1) create an incentive plan for achieving Level III, using additional future allocations of State Aid (see Flowchart, p. 37); 2) allocate a percentage of future additional State Aid funds to libraries which have achieved Level IV (i.e., Long-Range Planning) and want to use a discretionary grant to implement a chosen goal identified in their long-range plan document (see Flowchart, p. 37); 3) set aside a portion, or percentage of future additional State Aid funds to be used in assisting libraries which have achieved Level II but cannot accomplish above Level III because of the inability to meet performance standards, and are therefore ineligible for funding at Levels III or IV (see Flowchart p. 37); and 4) reserve a percentage of future funding to meet the costs incurred by visiting teams for verification of sources of evidence for Levels III and IV.

The Committee further recommends the priority use of Oklahoma's portion of Library Services and Construction Act (LSCA) funding for the implementation of LEVELS OF LIBRARY DEVELOPMENT, particularly for the purpose of encouraging libraries to progress from Level II to Level III. The LSCA funds may be the primary source of funds for this purpose, or they may be used along with a portion of the additional State Aid funding called for in the previous paragraph.

It is the Standards Committee's belief that the three levels requiring funding from future additional State Aid or a redirection of LSCA money are interrelated, and that the ODL Board should use its discretion, on advice of the ODL Director, in determining the exact proportion of State Aid or LSCA to be allocated to the three levels. The allocation process may vary depending on the number of libraries which fall into any one category each fiscal year and on how much money may be necessary to implement that portion of the program each fiscal year.

FLOWCHART

FUNDING OF LEVELS OF LIBRARY DEVELOPMENT



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Recommendation #3

LEGISLATIVE PROGRAM FOR LEVELS OF LIBRARY DEVELOPMENT

The OLA/ODL Public Libraries Standards Committee recommends to the Executive Board of the Oklahoma Library Association that an aggressive legislative effort be organized to secure an increase in State Aid appropriations for public libraries. The initial recommendation is an increase of $1,000,000 over the FY1984 appropriation.

The Standards Committee further recommends to the Executive Board of OLA that lobbying efforts to insure the continuation of LSCA funding be intensified in conjunction with the efforts for additional State Aid.

The definition of a public library which is included in this document is at variance with the one which is used in Oklahoma Statutes (O. S. 65 § 1-104). The OLA/ODL Public Libraries Standards Committee recommends to the ODL Board that efforts be made to amend the existing statutory definition of a public library, cited above, to be consistent with the definition stated in this document (pp. 3-4).

Recommendation #4

ADMINISTRATIVE PROCEDURES REVISIONS

1. State Aid Rules and Regulations Adjustments

   a. Require a written statement of basic library purpose by FY1987.
   b. Require the collection of Performance Measures data by FY1989.
   c. Change format of State Aid Rules and Regulations to be compatible with the Performance Measures categories (see pp. 6-8 of this document).

2. Appoint a new OLA/ODL Public Libraries Standards Committee in FY1988 to re-evaluate the Performance Standards.

3. The Library Services Branch of ODL should continually evaluate the Performance Measures survey data to set Performance Standards for Title, Subject/Author, and Browser Fill Rate for Libraries Serving Under 5,000.

4. The Library Services Branch of ODL should set the schedule for conducting the Performance Measures surveys and mail to all public libraries as soon as possible.

5. In the evaluation of data, ODL should report in a consistent manner the statistical information in the Annual Reports and the Performance Measures surveys.

6. The method used by libraries to calculate and report one measure, the Percentage of Registered Borrowers, should be revised since at least one library reports 250% of their population as registered borrowers, and a number of libraries report well over 100%. The Performance Measures should reflect any future adjustments in this statistic.

GLOSSARY

Accreditation: a method used to certify public libraries through a review process coordinated by Oklahoma Department of Libraries at Levels I-IV.

Administration and Finance: this performance standard reflects the decisions made by the library's governing jurisdiction, board, and director concerning library funding.

Community Penetration: this performance standard is designed to measure the extent to which the members of the community are aware of the library services and how much use they make of these services.

Governance: the organization or group responsible for library policy (e.g., city council, library board, and/or city manager).

Input Measures: indicators of the elements which make library service possible, (e.g., square feet in the facility, number and educational level of staff, number of volumes held, and/or size of budget).

Jurisdictional Population: the number of people in the geographic area which the library is primarily intended to serve, also referred to as community served or population served.

Materials Availability Survey: survey tool used in the Oklahoma Performance Measures project to determine the title fill rate, subject/author fill rate, and browser fill rate.

Mission Statement: a statement of purpose defined by an individual public library board based upon the needs of the individual community that the public library serves.

Output Measures: indicators of the services resulting from library activity, their quantity or character (e.g., program attendance, circulation, and/or reference transactions completed).

Performance Measure: a method of measurement using output and input measures that evaluates how well a library or library system is meeting its goals and objectives.

Performance Standards: the quantifiable measurement which determines the extent and success of library patrons in Oklahoma in using their public library.

Role Statements: statements of purpose which Oklahoma communities can choose for their public library development.

State Aid Grants: funds available to Oklahoma public libraries that meet State Aid Rules and Regulations. State aid grants are administered by the Oklahoma Department of Libraries.

Telephone Survey: survey tool used in the Oklahoma Performance Measures project to determine community awareness and percentage of library users.

User Services: this performance standard is concerned specifically with the library users and the extent of and success in their use of the library.

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